



A DAY IN THE LIFE OF THE BUREAU OF PRISONS

Anyone who has worked in the Bureau of Prisons (BOP) for any length of time knows there is no typical Federal prison, there is no such thing as a typical inmate, and there certainly are no “typical” staff. Bureau facilities span the entire range of prison-based correctional options, from minimum-security camps to the highest security penitentiaries, with vastly different physical plants, staffing levels, histories, and traditions. Similarly, BOP inmates are male or female, come in all sizes and shapes, have varied criminal backgrounds, and present just as wide a range of behaviors and risks.

BOP line employees represent an equally broad range of backgrounds, cultures, ambitions, ages, skills, and personalities. Many fill roles most people wouldn't immediately associate with prisons — accountants, nurses, laundry workers, records specialists, secretaries, and paralegals. Even so, their jobs are essential to the day-to-day functioning of the institution and the Bureau as a whole.

MIDNIGHT: GENERAL POPULATION UNIT

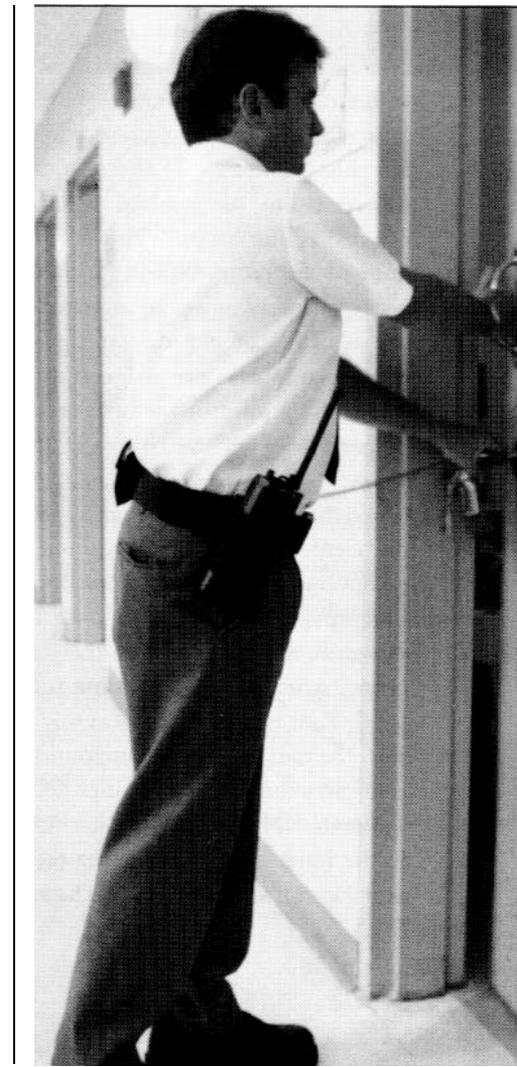
The first work of the day in prison is the midnight count, one of several times each day when every inmate is accounted for by being personally observed by a staff member. Correctional Officer (CO) Edmundo Cano is conducting a count in one of the newer housing units. Even though this unit was designed with all single cells, it is totally double-bunked, and 30 additional beds have been set up in the activity area. Since inmates in these beds, which are referred to as being “on

the flats,” can't be secured for counts, the officer from a nearby unit is “covering” — watching to be sure no inmates move around and invalidate the count. Once his count is clear, Edmundo will cover the count in the equally crowded unit adjacent to his.

The business of counting is more than just walking down a row of cells and tallying numbers. An officer must see living, breathing flesh (not just a shape under a blanket or a form standing in a corner) to be sure a dummy hasn't been used to conceal an escape. Inmates may try to distract the officer and cause him or her to start the count all over. In units without locking doors, inmates may try to confound the counting staff member by moving from one place to another. Even in a single-cell unit, inmates have been known to hide under a bunk to deliberately create a miscount.

Edmundo Cano transferred here a year ago from another medium-security BOP institution to gain additional career experience. Like many BOP staff, Edmundo is interested in taking advantage of the agency's expansion to further his career. He hopes to spend a few more years as an officer and then apply for a job in the Inmate Systems department, which is responsible for intake and release processing of inmates and their records, computing sentences, and performing other records-related tasks. That department offers the possibility of less shift work, allowing staff a more normal personal life.

Prisons are a 24-hour-a-day, 365-day-a-year enterprise. Shift work is a major requirement in some departments, and annual leave and training need to be closely coordinated. Working relief assignments often means “doublebacks,” with only 8 hours off between shifts. Taken together, those elements make work in departments like Correctional Services, Food Service, and Health Services more taxing, and harder on employees' personal and family lives.



If this had been a weekend night, there still would be a few inmates out of their cells, watching TV, playing cards, or quietly talking, but tonight they all are in their beds. The open design in this unit makes it relatively easy for one officer to supervise the entire unit from any one point in the central common area, but that's not the best way to keep track of what is going on, so Edmundo is constantly moving, checking cells, TV rooms, performing a quick search of a laundry basket or some other area where contraband might be hidden. The predominant sound is the low rumble of circulating fans. With 8 of the unit's 113 inmates living in the open bunk area, the lights in the common area of the unit are low.

In the older housing units — based on a two-floor, three-wing, more traditional cellhouse design — the sounds are different, but the general pattern of activity is the same. However, that design is far more difficult for one officer to properly supervise, so when they are available on the day and evening shifts, two officers are assigned to each floor; on the morning watch, only one officer is on each level.

Once the control center has approved, or "cleared," the count by phone, the compound officer, Paul Gonzalez, will pick up signed count slips from all of the units, and take them to the control center, where the formal count is tabulated. Paul is a key figure on this shift, since he and the other compound officers carry the keys to the outer doors to the units. The unit officer has the key to the inner door, but keeping the second key outside the unit reduces the

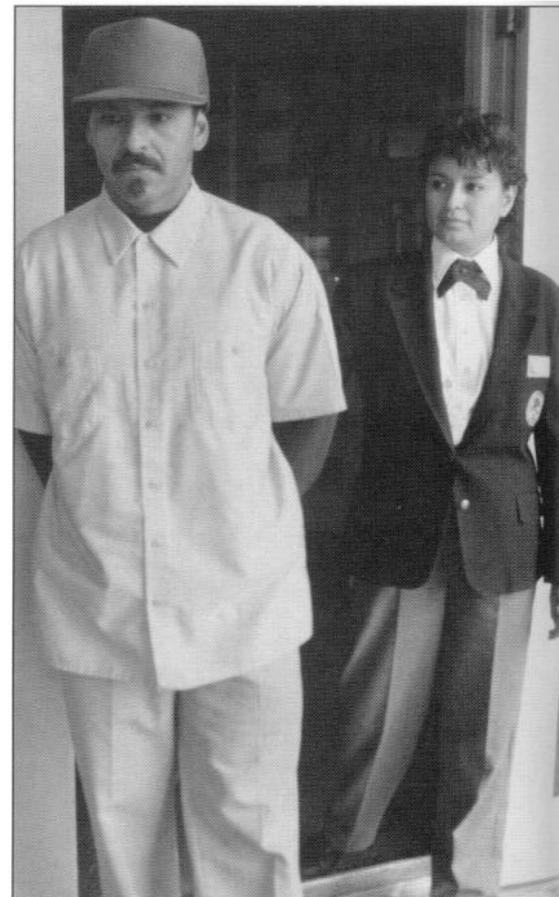
likelihood that inmates would try to overpower an officer on the morning watch in order to escape. While emergency keys to the units are available in the control center, for all practical purposes no one can get out of a unit without Paul's intervention.

1:00 A.M.: CONTROL CENTER

This is the nerve center of the institution — a complex post any time of day. Its operation relies extensively on electro-mechanical and computer-based systems for controlling inmate information, gates, cameras, doors, and alarm systems. Senior Officer Jim Skaggs is monitoring them while finishing up the paperwork and filing from the count.

A modern prison depends on technology. Staff rosters, work orders, inmate listings, counts, bills of material, and countless other aspects of prison work are computerized. In the Correctional Services department in particular, the stereotypical image of a "guard" overseeing locked cells has been replaced by that of correctional officers who are trained to interact effectively with inmates and to use computers and electronic systems, in addition to performing more traditional security duties. Under the rotating assignment system, each correctional services employee must be fully qualified to work any post at any time.

In the control center, a call comes in from a housing unit—an inmate has a severe headache, and the physician assistant on duty wants to examine him in the hospital. The other compound officer, Charlene Hotchkiss — who previously was a booking officer in a county jail and has been working for the BOP a year and a half, placing her among the 60 percent of the staff here who have less than 2 years of BOP service — is sent to meet Paul Gonzalez at the unit. They search the inmate and escort him to the medical area — the only people moving on the quiet, well-lit compound.



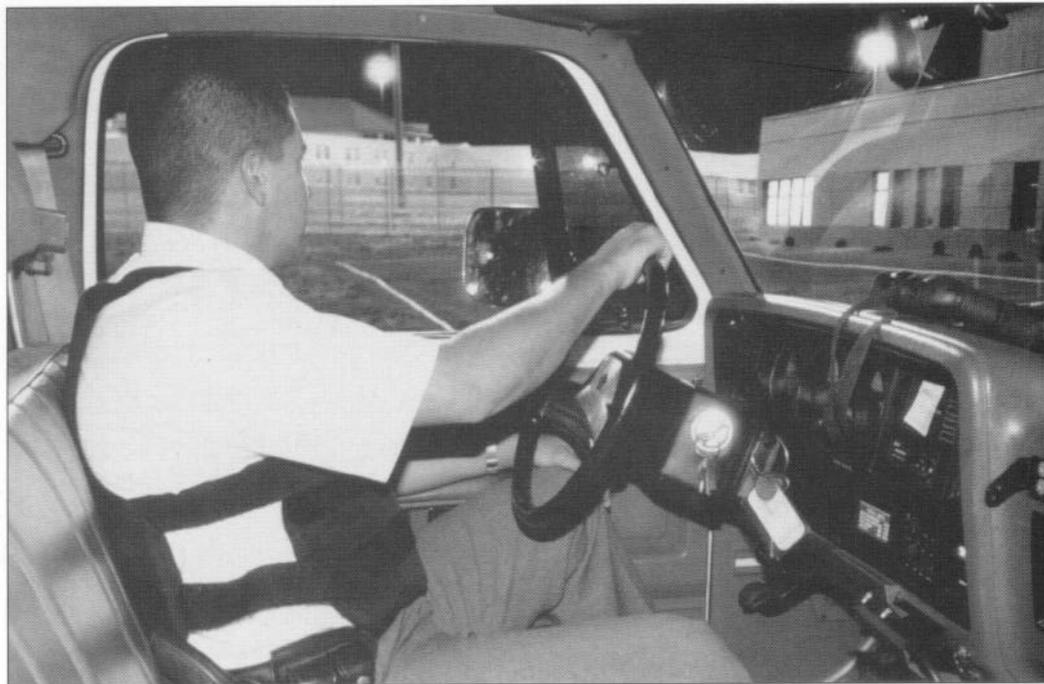
2:00 A.M.: PERIMETER PATROL

Although CO Scott Huntley, the Mobile Patrol #2 officer, has impressive weaponry at his disposal, he is far more than an armed guard. This post is one of several mobile patrols securing the double fenceline, which is illuminated by high-intensity, high-mast lights; the surveillance responsibility is varied and serious. He'll slowly drive 40 to 50 miles tonight, in a truck with high-tech equipment to monitor fence alarm systems in tandem with the computer in the control center. When his sectors on the fence alarm system are being tested, Scott cuts his speed on the perimeter road to match that of the officer walking inside the fence, constantly keeping him in sight. Three vehicles are slowly moving up and down the perimeter road, watching the buildings, fencelines, and the terrain both inside and outside the fences.

Being alert to the outside of the fence is a real concern. The BOP has had enough escape attempts involving outside aid to make a bulletproof vest part of the uniform on this post.

3:00 A.M.: SPECIAL HOUSING UNIT

Every institution has a few troublemakers and other inmates who cannot be in contact with general population inmates — the Special Housing Unit is where they live. On the surface, things are quiet while CO Phillip McCall oversees the 3:00 a.m. count, but the



surface isn't where potential danger is. At this time of night, inmates might think staff would be in the office area and thus be less likely to hear the scraping of a piece of metal against concrete or the cutting sound a hacksaw blade makes against cell hardware. That is why routine but irregularly scheduled rounds of the unit are a must, in addition to the standard counts.

Among the 112 inmates in this unit, McCall and the three other officers on this shift have several inmates who are on a "three man order," which requires at least three staff to be present when the cell door for those inmates is opened. This means there must be four staff in the unit, since as a safety precaution, the officer carrying the keys to the rest of the unit may not go into the cell area.

Personal safety concerns are not just an issue in a unit of this type; emergencies can arise in any area of the institution. Moreover, staff are always outnumbered in a prison by the inmates. That's why every telephone in the institution can be used to sound a general alarm, simply by dialing "222." When this alarm sounds in the control center and other key locations, staff from departments throughout the institution respond to the site of the emergency to provide necessary assistance. A "no-dial" alarm also sounds in the control center when a phone is left off the hook for a certain period of time. "Watch calls" are made every half hour to the control center to verify that staff are on their posts and safe.

4:00 A.M.:
GENERAL POPULATION UNIT

Work in a prison is anything but sedentary; staff are constantly on their feet, moving throughout their area of responsibility. The 3:00 a.m. count went without incident, and Edmundo Cano is making rounds from tier to tier. As he does, he continues to check the common areas for tampering and for hidden contraband.

Counting and patrolling are more than accountability measures; staff are also concerned with assuring the safety and welfare of every inmate in their charge. During counts, staff are alert to signs an inmate may be ill. While patrolling the unit, it is possible to detect signs of tension that may lead to fights. In extreme cases, staff have been able to intervene successfully in suicide attempts while performing these seemingly routine tasks.

At about this same time, the a.m. cook shift is arriving in Food Service; preparing breakfast for an entire prison takes several hours, even for a relatively simple meal. This is the starting point for one of the most critical activities in any prison — feeding several thousand nutritious meals each day to a demanding inmate population. In prison, meals take on an unusual level of importance; a single poorly prepared dish, too many repetitious meals, a shortage of meat portions, or any number of other shortcomings can create inmate manage-

ment problems, even in a prison that is otherwise well-run. One can argue that — after security — this is the most critical program in the institution.

The food service department here is allocated \$2.58 per day per inmate.

In the main institution's kitchen, Charlie Bieler and other food service staff are putting together a meal of biscuits, meat gravy, home-fried potatoes, cereal, coffee, and juice. The potatoes soaked all night in one of four 60-gallon kettles; now the inmates are beginning to fry them. As they are cooked, full pans are stored in a heated cabinet, where they can be retrieved for the meal.

At the adjacent 250-bed minimum security camp — which provides inmate labor for maintaining the areas of the institution outside the fence — the operation is similar, but smaller in scale. Food Service Foreman Gloria Somerville is working by herself. She starts by counting the inmates on her crew — reconciling them against the computer-generated roster and photos of each inmate on what are called "picture cards" in her crew kit packet.

Accountability is more than just counting inmates five times a day. Even in camps, staff members who have inmates assigned to them conduct initial roster checks of this type as well as regular census checks to ensure the inmates have not left the area. In

addition, in most non-camp settings, for 10 minutes every hour, there is a general movement period for inmates to go from one place to another. Movement at other times is controlled by a pass system. Inmates with scheduled appointments are placed on a "callout" list for the following day. To the greatest extent possible, consistent with the security level involved, every inmate is accounted for at all times.

After she completes the census of her inmate detail, Gloria moves swiftly through the food preparation area. She's busy retrieving from various locked cabinets and storerooms the milk, cereal, flour, and other supplies needed to start meal preparation. Gloria is a U.S. Army veteran who has been here about a year; she's a particularly enthusiastic person who worked at another BOP medium-security institution for several years before transferring for career advancement.

Gloria tells a story about the Warden at that first institution that shows a little of why she is so positive about the BOP and her career. When she began to apply for positions at other facilities, the Warden came to the kitchen and personally talked to her about that decision. He told her that while he would regret losing her, he knew she had a great deal of potential with the BOP and would be glad to help her move ahead. She related how encouraged she felt that the Warden would not only know that much about her and think that well of her abilities, but that he would take the time to tell her personally.





All of the supplies and equipment used in prison food preparation have to be controlled to prevent theft or misuse. Knives are an obvious item for careful control, but there are many others. The handles of ladles and other implements can be cut off and ground into long "shanks," or prison-made knives. Cleaning materials commonly found in the home are kept under lock and key in prison because of their caustic or flammable nature. Yeast is secured because of its potential for use in brewing intoxicants, but even yeasty dough can be used to start fermentation, so the bakery area itself has to be secured when yeast products are in use. In short, every aspect of food preparation is more complicated because of the correctional environment.

Because food service assignments are mandatory for new inmates, Gloria and the other employees in this department are supervising inmate crews that aren't particularly well-motivated. Nevertheless, staff at both the camp and main institution work smoothly to set up the serving line for the first meal of the day. At the same time, even at this early hour, they are beginning the first stages of preparation for the noon meal.

5:00 A.M.: CONTROL CENTER

The 5:00 a.m. count starts one of the busiest times of the day on this post. The early correctional officer shift reports for duty at 6:00 a.m., and staff for the regular day shift jobs start arriving over the next hour and a half. There will be keys, radios, personal body alarms, and other equipment to issue; new employees and visitors to

check in and out of the institution; body alarm tests to conduct; radio traffic to respond to; and inmate releases to authenticate. For the next 16 hours, the control center is one very busy post.

It began snowing earlier in the shift, and to increase security under these adverse weather conditions, the rear tower post has been activated; this particular post ordinarily is in operation only during weekdays when there is delivery traffic through the gate.

Perimeter surveillance towers have an intimidating air, and are unsurpassed for visibility and commanding the surrounding terrain with firepower. However, not every BOP institution has towers, due to the high cost of maintaining fixed posts; most now rely extensively on perimeter patrols.

6:00 A.M.:

GENERAL POPULATION UNIT

The morning watch routine is winding down. Edmundo Cano unlocks the cells, and a few inmates start drifting out. When the entire institution count is "cleared" as correct and the food service department is ready, the compound officer will unlock the outer door, Edmundo will unlock the inner door, and the inmates will be able to leave for the breakfast meal. The busy part of the day is just beginning.

7:00 A.M.:

DINING ROOM

The breakfast meal is in progress, and food service staff stand behind the serving line, making sure inmate servers give their fellow inmates the proper portions, that food supplies are replenished as needed, and that the entire meal is served smoothly. For a one-person operation like the camp's, this is a particularly busy time, even though the morning meal usually is the least well attended of the day; many inmates would rather sleep in and go until noon on coffee or snacks they have purchased in the commissary.

When the meal is done, inmates return to their housing units until work call. In the kitchen, another round of work starts for the inmate crews — cleaning up the dining room and serving line, and sanitizing pots and pans, storage cabinets, and dishes. Staff begin to focus on the noon meal.

8:00 A.M.:

MECHANICAL SERVICES

An institution is a small city, a city that is responsible for its own maintenance and upkeep; that's why the Mechanical Services department is so important. Mechanical Services staff make sure toilets flush, lights stay lit, and broken windows are replaced, and they keep the rest of the institution's physical plant safe and functional. Any breakdown in one of a dozen facility functions can quickly create serious management problems. Yet Mechanical

Services staff, who are specialists in a variety of trades, must rely on labor provided by inmates who, in many cases, have never before worked in that occupation and often are poorly educated, poorly trained, and poorly motivated.

In the Carpentry Shop, Foreman Jim Stone and another staff member are lining up the work for their 22-man detail. Before joining the Bureau a year ago, Jim was a carpenter in the community; as is the case with many staff here, he had never worked in a prison before. Jim oversees a variety of jobs — some in the shop and others in various parts of the institution. While he teaches a crew of four inmates how to measure, set up, and cut custom stair treads for the institution staff firing range, several other inmate crews are sent to various offices and housing units for minor repair jobs. A forms filing cabinet is being made on one side of the shop, while in another area, an inmate is setting up a router in a custom jig he has designed and built under Jim's supervision. Jim provides guidance to each inmate in turn.

In the Electrical Shop, the day begins with Foreman Nate Williams counting his crew and deciding how to tackle the many projects and work orders for which he's responsible. These include minor jobs like repairing buffer motors and major projects such as installing conduit in some new offices over the dining room. He and his inmate crew work out of a basement shop area which has all of the equipment and supplies they need to repair anything from a simple light fixture to a high-voltage



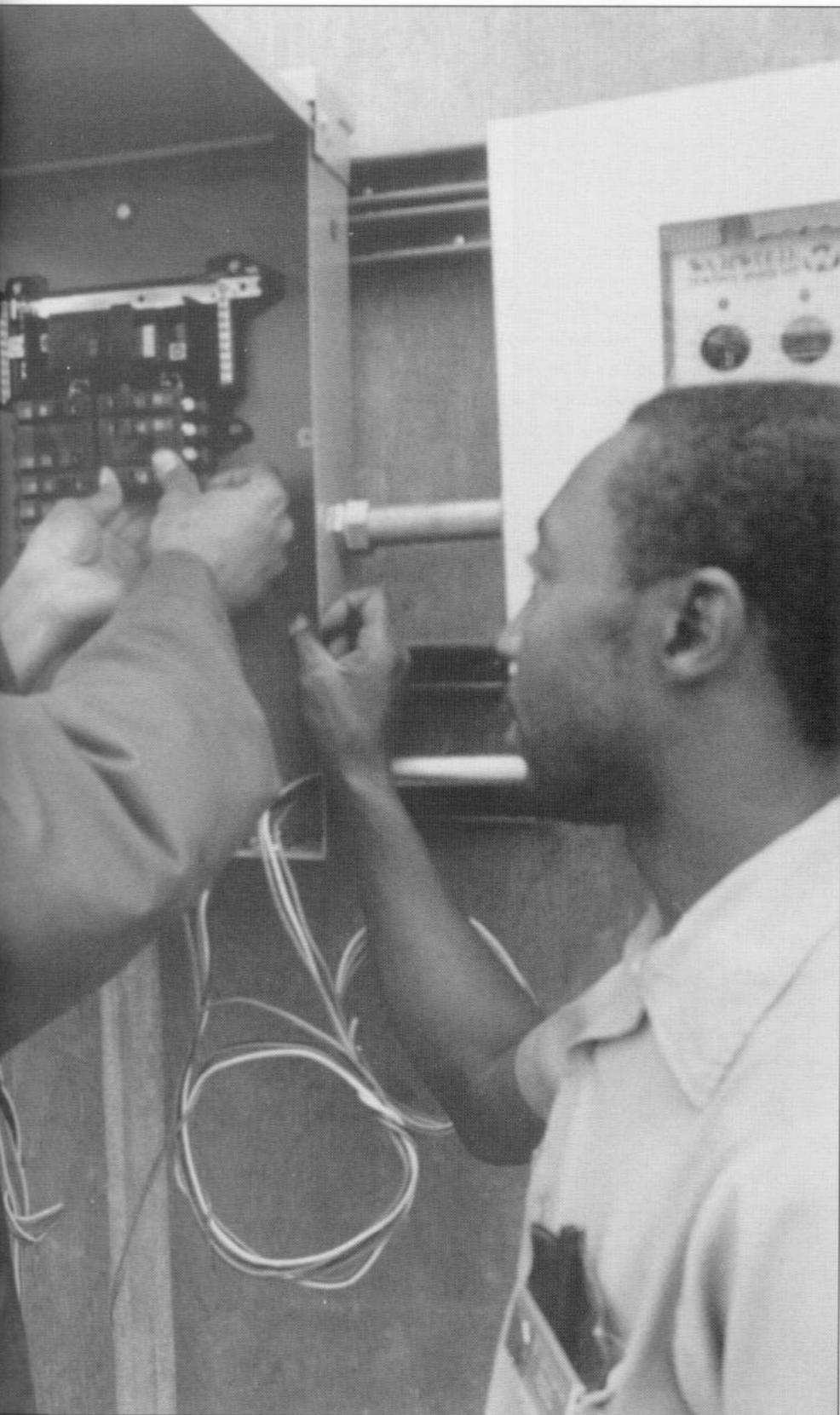
transformer. He operates with a great deal of independence in prioritizing work, and even as the day begins, it's evident that he's developed a solid level of rapport with his inmate workers.

9:00 A.M.:

FEDERAL PRISON INDUSTRIES

Here, as at most BOP locations, industrial factories are the largest employers of inmates — producing high-quality goods for other Government agencies. Work in this area began at the same time as in the maintenance shops. Factory Foreman Kim Nelson — who ran the upholstery factory in a State prison before hiring on with the BOP just a year ago — already has a good idea what his day is going to be like. He is responsible for seeing that materials are moved to various workstations within the factory, as well as fabric cutting and sewing, and generally expediting work in process. While each order — whether one couch or 500 chairs — is scheduled into the factory from another location and staff use an elaborate computer-based system to track jobs, the actual details of manufacturing are left to staff like Kim. However, he and every other employee in the factory are responsible for more than manufacturing; they must be sure every tool in the factory is accounted for at all times, that incoming materials and outgoing products are properly searched, and that every inmate leaving the area is searched.





Staff from every discipline — whether in a minimum-security camp or a high-security penitentiary — are in regular contact with inmates and are subject to the same rigors and dangers as correctional officers. Employees from nurses and plumbers to accountants and secretaries work just as closely with inmates as do correctional officers.

But beyond that fact, there are significant operational benefits to having a flexible workforce of this type. By assigning specific security responsibilities to every staff member, the number of uniformed security staff who otherwise would be needed to perform them is reduced. By training every employee in security-related skills, the overall security awareness of the workforce is increased; every staff member is capable of recognizing potential security problems and dealing with them appropriately. Also, when every staff member is competent in exercising basic security functions, they are far more capable of responding properly in an emergency and supervisors have much greater flexibility in assigning personnel to a wide variety of security posts, when necessary. Just as importantly, joint training and common experiences in the security area knit together staff from all disciplines in a way that significantly enhances staff morale and performance. In short, the "correctional worker" concept is a functional approach to staffing a prison,

enabling the Bureau to make the most of the resources it has available to it, maximizing public safety.

Over in the Cable Factory, 189 inmates, 40 of whom are under the direction of Factory Foreman Steve Harrell, are assembling a universal radio mount used by the armed forces in everything from Navy patrol boats to Humvees (a four-wheel-drive utility vehicle used by the military). Before being promoted to this position 3 years ago, Steve spent 4 years as a correctional officer. Although soldering, wiring, painting, and testing operations are going well this morning, a key part for the metal base hasn't arrived yet, and some of the capacitors that go into the assembly aren't testing out within limits. As a result, changes in the work flow are going to be needed to keep part of the crew busy today, and this 6'6" former All-Army basketball player is moving around the factory floor, tending to those adjustments.

In addition to helping helping curb idleness and providing enhanced inmate supervision, Federal Prison Industries (also known by its trade name UNICOR) gives inmates training and "real-world" job experiences that pay big dividends. BOP studies have shown inmates involved in training and industrial employment are better-behaved in prison, earn more upon release, and remain crime-free at a higher rate than offenders who were not involved in those programs.

10:00 A.M.: GENERAL POPULATION UNIT

At 8:00 a.m., Edmundo Cano was relieved by CO Clifton Williams' exchanging information and keys in the process. Clifton has been with the BOP for only 3 months, but he's carrying a full load in the unit. Most inmates left the area several hours ago — for work, school, or other parts of the institution — a census check ensures that all of the inmate orderlies are present and that other inmates are not loitering in the unit when they should be elsewhere. Clifton begins conducting security inspections to ensure that locks and bars are intact, searching cells for con-

traband, and supervising orderlies cleaning the unit.

Sanitation in a prison is not just a routine, it's critical to ensuring the health and welfare of everyone in the facility — staff and inmates alike. Congregate living (particularly under crowded conditions) presents numerous problems — managing personal property, keeping litter under control, and maintaining the cleanliness of toilets, showers, and sinks. Without a stringent sanitation program, disease, vermin infestation, or other hazardous living conditions could develop quickly.



At the same time, Clifton is controlling inmate traffic in and out of the unit on passes and for regular callouts. This level of control allows inmates to participate in work and programs, while preventing idle time that can be used to plan escapes, plot the introduction of contraband, or engage in other disruptive activity.

There are important program-related reasons for putting security first. If contract program staff aren't safe, they won't be willing to enter the prison to offer their services. If effective search procedures aren't in place, program materials and supplies can't come into the facility without increasing the risk of assault or escape. If the institution doesn't seem safe, volunteers and community organizations won't be willing to come in and furnish valuable services to inmates. In short, security is essential to providing inmates an opportunity to change.

11:00 A.M.: FOOD SERVICE

The noon meal is underway now. All morning, food service staff in the main institution have been busy — as has Gloria Somerville at the camp — completing the cleanup from the breakfast meal and preparing for lunch. The a.m. cook shift will be going home soon, relieved by Food Service Foreman Steve Moore and other p.m. shift staff who will prepare



the evening meal and set the stage for tomorrow's meals. This overlap means there are plenty of staff to supervise the noon meal, which is served without incident to a much larger group than attended breakfast.

At the camp, the noon meal is underway also, and Bob Bergstadt is just coming on duty. He'll pick up the p.m. cook shift operation after a couple of hours overlap with Gloria. Bob is a U.S. Marine Corps veteran who has been involved in cooking for as many as 33,000 in the Persian Gulf. Today — only 3 weeks after returning from "basic training" at the BOP Staff Training Academy in Glynco, Georgia — he's responsible for the entire evening food service operation at the camp.

12:00 NOON: MECHANICAL SERVICES

Back in the shops after lunch, there is a great deal of activity. Several of the Carpentry Shop inmates are now cutting and fitting stairwell parts, working from a template that Jim Stone helped them fabricate. All the while, he is tending to the general undercurrent of activity in the shop — making sure inmate workers are wearing proper eye and hearing protectors, issuing tools from the shop's rolling tool cart, ensuring safety guards and other precautionary procedures are properly used on the power tools, and controlling traffic in and out of the shop.

About half the Electrical Shop crew is working in an area above the dining room. There — side by side with

inmate masonry and dry-wall crews — they cut and install electrical conduit for offices that will eventually be used by the institution's financial management staff. This is one of the many projects and minor work orders that are tracked by the department's computer as part of an in-house maintenance program that saves taxpayer dollars. To handle some of the work orders, several inmates have been sent on passes to housing units to replace or repair light fixtures and perform other maintenance tasks. Before the afternoon is over, Nate Williams will go to several units himself, either checking on their work or talking the inmate workers through a task that requires extra help.

This close interaction between staff and inmates on the job is important to the correctional process. A 1964 study (by Daniel Glaser) of inmates released from the BOP described inmates who successfully remain crime-free upon release. Those offenders reported the staff member who had the most significant positive impact on them was their job supervisor.

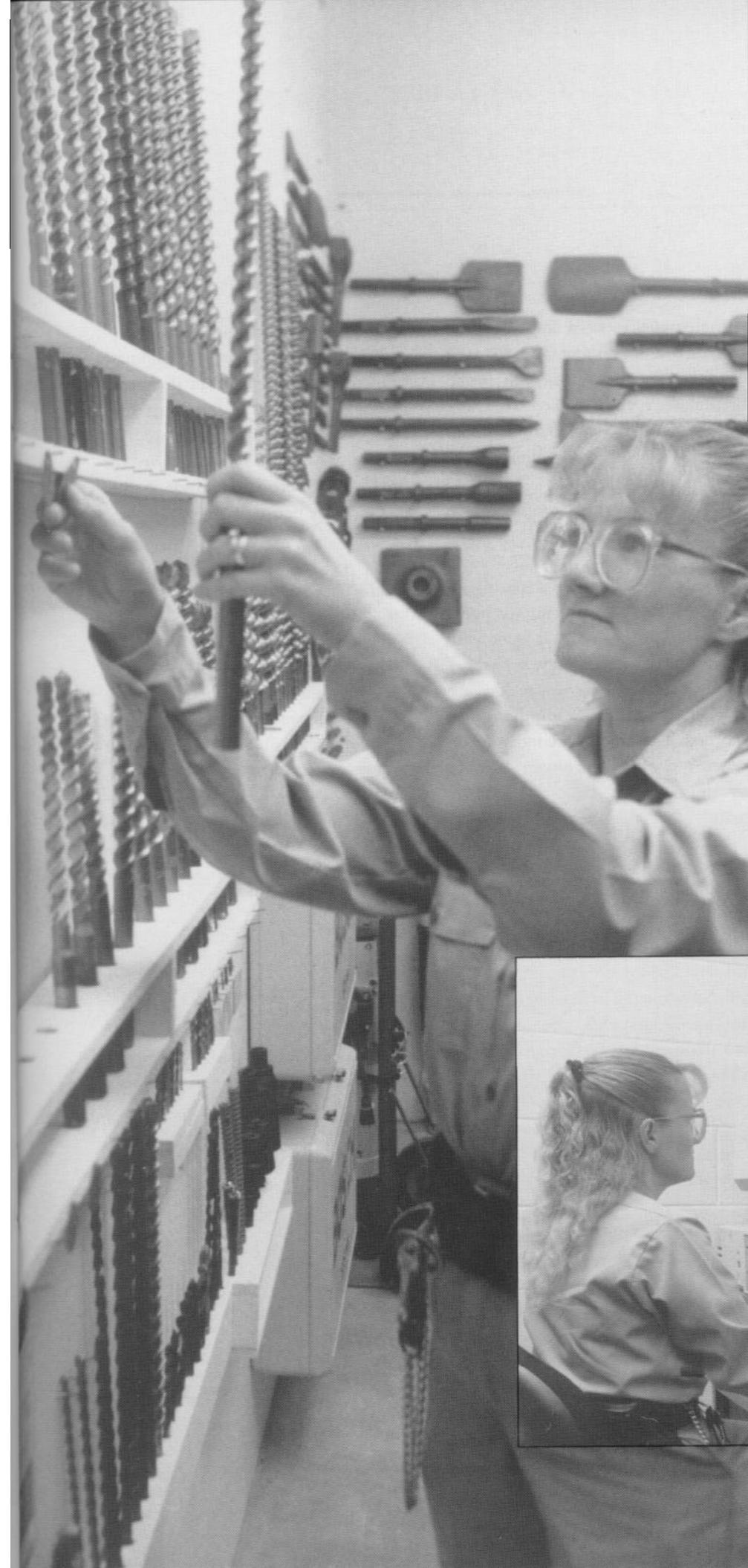
Throughout the day, Nate is tracking his inmates and supervising the tools the crew is using. Tool control is a major concern in all departments; many common items — things that are taken for granted in the free world — can be used as weapons, to make contraband, or to facilitate an escape. Last Friday, a screwdriver from Nate's shop was missing; it was later discov-

ered hidden in a radiator in one of the housing units, perhaps intended to be sharpened into a "shank."

Staff in all of the maintenance shops search their inmate crews before they leave the shop and are responsible for maintaining the physical security of their work area. These additional responsibilities make the job more complex, but they also eliminate the need for separate correctional officers in each shop and greatly enhance flexibility in a crisis.

Another foreman, Neil Duty, tells a story that brings home the value of searches by non-correctional personnel. Just 2 weeks ago, Neil was working a relief shift in the powerhouse, and during his normal search activities he found a sealed bottle of phenobarbital pills. The estimated value of the pills would have been considerable, had they reached the inmates who intended to distribute them. Since they were not from an institutional supplier, staff who investigated the incident concluded the pills either had been smuggled in as part of a shipment of materials or had been thrown over the fences and retrieved by an inmate worker in the powerhouse.

While virtually all of the security responsibilities in the shops are carried out by the foremen themselves, one area where correctional staff may be assigned is a central tool room. There are so many tools in the maintenance shops and UNICOR which have the

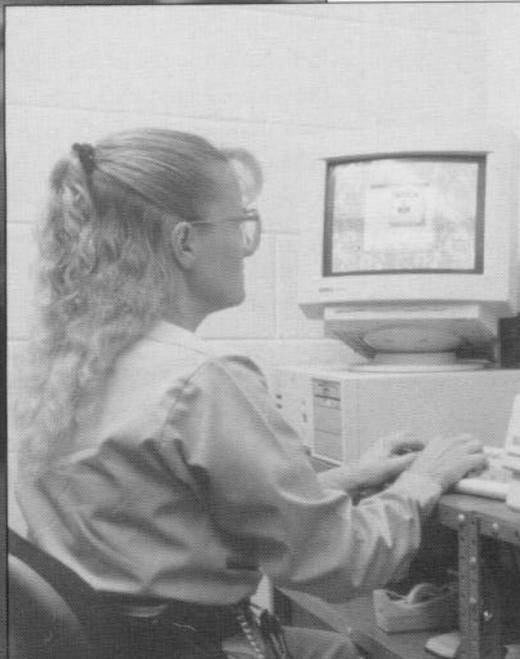


potential for dangerous misuse that tool storage and issue in both areas are handled by a separate staff member. CO Laurie Lambrecht is issuing and receiving all tools for the entire department — not just obvious things like drills and saws, but also hoses, extension cords, and ladders. Laurie uses a durable receipt system that involves inmates and staff members exchanging a chit for a tool cart, pouch, or, in some cases, an individual tool. This provides control over every potentially hazardous tool in the institution.

1:00 P.M.:

FEDERAL PRISON INDUSTRIES

Production in the furniture factory is accompanied by a steady background of snapping air-powered staplers and the whine of drills. Kim Nelson walks the floor, talking to inmates about the details of specific jobs, conferring with other staff about the workflow in their areas, travelling to the warehouse outside the fence to inspect newly received fabric, and keeping up with a wide range of documents and record-keeping tasks. One job on the floor requires some additional attention. An upholstery order specifies a vinyl material that is more difficult to properly fit and install than the usual fabric. It's an attractive piece of fur-



niture, but training the inmate workers to properly stretch and attach it to the frame and padding is time-consuming.

The cable shop is still busy, but relatively quiet compared to the furniture shop. The shortage of parts slowing one portion of the assembly process means Steve Harrell is spending more time on that side of the factory. Throughout the day, he walks and talks to the inmate workers; his rapport with them is obvious as he smoothly works the floor, bantering, instructing, and encouraging both individuals and groups of inmates.

Both of these production lines are busy today, but factory "loading" is an issue in every UNICOR plant. Without a sufficient number of orders, inmates would have to remain in their housing units all day, increasing the risk of disruptions resulting from idleness.

The red can of flammable solvents bolted to a stand near one of the staff workstations is a reminder of the need to control not just tools, but all types of hazardous substances. While inmates need small amounts of this solvent for the manufacturing process — and are issued them in small containers for use on the workbench — any accumulated solvent could be used for arson.

Another foreman, Carlton Taylor, shares supervision of this section of the factory with Steve. Unlike so many

of the employees here, he is within a few years of retirement. He talks, not just about his job and the way it and the inmates he has worked with have changed over the years, but also about his hopes to work with young people when he leaves the BOP — "to give back something to the community," is how he puts it.

In the factory's shipping department, Pat Apostolides is overseeing the packing and other work that goes into preparing the radio mount assemblies for the customer. Hardware kits are attached and serial numbers are recorded. The mounts are individually boxed and placed in larger shipping containers, and then stacks of those cartons are finally shrink-wrapped on a pallet. Today, Pat and her inmate crew will handle the factory's output of 150 mounts, with a value of \$57,750. Pat has been with the BOP for 14 years, 8 of which were in food service, and the balance with UNICOR. Reflecting on the difference between the two assignments, she offers her view that food service work is the most difficult assignment in the BOP because of the low inmate pay and poor inmate motivation levels.

Meanwhile, in Mobile Patrol #1, CO Ray Perez is making slow circuits of his assigned zones. Ray has three and a half years with the BOP here, but he's from Puerto Rico, and is considering applying for a transfer to a new BOP institution in Guaynabo, just outside San Juan. At this time of day, there are things for him to watch that Scott Huntley didn't have to be con-

cerned with on the morning watch — covering the movement of an inmate from the institution's front door to a vehicle that will transport him to a local hospital for treatment, and watching inmates recreating in the yard, since there is no tower in that sector of the perimeter.

2:00 P.M.:

GENERAL POPULATION UNIT

Ideally, there should be just a few inmates in the housing unit right now. But unit officers in the newer housing areas are responsible for more than 60 inmates — 32 of whom are orderlies. This is far more workers than necessary to keep the unit clean, but the prison's high population means there are not enough meaningful jobs for everyone.

Visitors often wonder how Bureau facilities "look so good." Their appearance is a function of a full-employment policy for the inmate population; available manpower is put to good use. Inmates clean housing units, keep up the grounds, and perform other maintenance jobs that enhance the institution's appearance. It's also good stewardship to maintain public buildings and facilities in a way that prevents their deterioration and lengthens their useful lifespan; soap, paint, and wax cost very little compared to major renovations. Moreover, this emphasis on upkeep

gives an intangible, but important, morale boost to those who have to live and work there.

3:00 P.M.: SPECIAL HOUSING UNIT

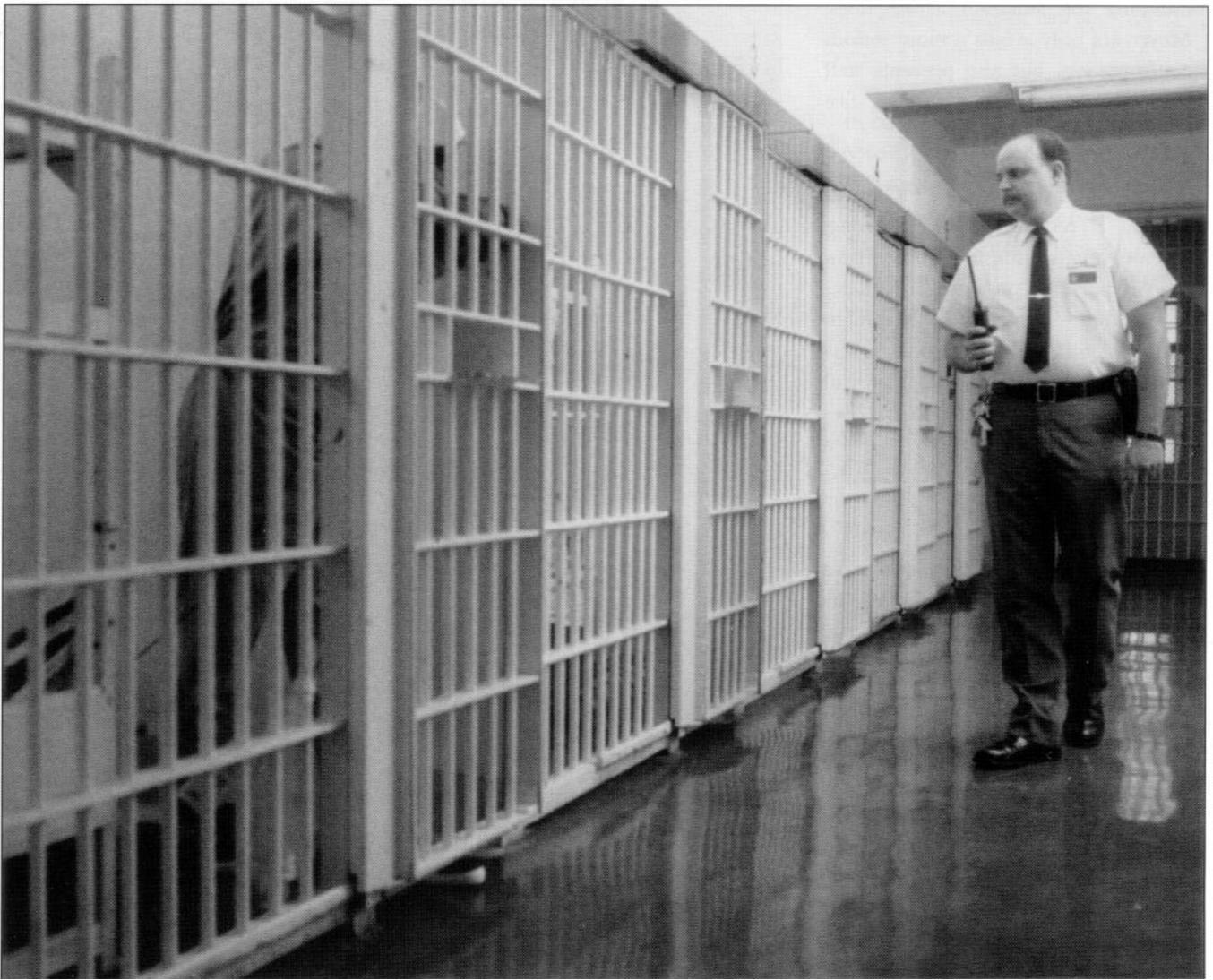
Compared with the rest of the institution, it's evident this is a locked unit. The entrance is closely controlled, and inmates spend most of their time in their cells. Even so, there are many things for Senior Officer Doug Robertson and the other officers on

the day shift to do. Doug is a former correctional officer from a State prison system, and while he only has a few years' service with the BOP, he is the "#1" officer this shift, directing the day's activities. More than his formal role is at work here, though; it's obvious Doug is respected by the other staff as he briefs them on a few problem cases and some followup items from the Warden's earlier visit to the unit.

This is a relatively small unit, but the staff are busy. The small law library is in periodic use. Inmates are permitted specially approved telephone calls.

There is constant escorted movement of inmates to showers. On most days, inmates are moved to one of several outside recreation yards, where as many as six exercise together for an hour a day.

In BOP Special Housing Units, every inmate moving out of a cell must be placed in handcuffs, searched, and escorted by from one to three staff. This makes the simplest activities more time-consuming. Not all moves go smoothly.



CO Skip Meyer is in the process of handcuffing one of five inmates in a recreation area, working through a handcuff port in a secure gate, preparing to return them to their cells. After one of the cuffs is placed on this particular inmate's wrist, the inmate jerks the cuffs away, cutting Meyer's hand. The inmate shouts to try to incite the others (two of whom also are unrestrained), saying he isn't going to "cuff up" and yelling for a disturbance control squad to "come and get me." Meyer responds by talking to the inmate, eventually convincing him to back up to the gate, where the handcuffing process finally is completed. By handling the situation as he does, Meyer not only avoids a more serious confrontation, but also prevents staff having to control as many as five inmates in the recreation area.

In the unit's property room, CO Sonia Stevens is responsible for receiving, inventorying, storing, and then reissuing the personal property of inmates in this unit — a task that is fraught with potential complications. Overlook a piece of saw blade or a handcuff key hidden in a personal item and lives may be at stake. Improperly record a piece of property and the BOP may be subject to a tort claim for the loss.

Sonia has been a BOP employee for a year, and formerly worked for 3 years at a privately operated correctional facility. She was pleased with her decision to join the BOP workforce, citing greater challenges, more job security, and increased opportunities for advancement as the main reasons she





began working for the Federal prison system.

In both UNICOR and the maintenance shops, activity is beginning to slow down. The work day for inmates will be over at 3:30 p.m., but tools have to be turned in and accounted for, inmates searched, and a variety of other tasks completed. Inmates will form up in lines for pat searches, go through a metal detector in UNICOR, then make their way back to the units for the next count. At their respective work sites in the Electrical Shop and UNICOR, Nate Williams and Steve Harrell will complete their paperwork and secure their areas for the day

4:00 P.M.: CONTROL CENTER

There haven't been any counts since 5:00 a.m., but the control center has been busy all day. This count is going well, but since 8:00 a.m., Senior Officer Kenneth Norman — who worked for 3 years at a BOP Metropolitan Correctional Center (a high-rise urban detention center) before transferring here just over a year ago — has been involved in a wide range of activities. He's been tracking changes in inmate status, monitoring and testing security systems, making entries in the automated information system, and controlling movement through the most critical grilles and gates.

Traffic control in these areas is not a minor issue. Inmates have been known to pose as institution staff or visitors, attempting to escape the institution by walking out the front entrance. For this reason, control center staff must be ever vigilant, positively identifying every person who enters or exits the institution. This task is made especially difficult by the number of staff who pass the sallyport every shift — not to mention the civilians (inmate family members, attorneys, vendors, official visitors, and others) who visit the institution each day.

In one of the older housing units, CO Mike Crumley has relieved Clifton Williams; he conducts the count quickly and without incident. If there is a discrepancy between the control center's count figures and the unit's, Mike will have to recount and call in the figures again. Continuing discrepancies will result in a "picture count," in which a picture card is used to verify the presence of every inmate in the unit. After the count, inmates crowd around the officer to receive their mail.

5:00 P.M.: DINING ROOM

For a good part of the afternoon, Steve Moore and the rest of the p.m. cook shift staff have been preparing

the evening meal. The beans and other side dishes are not a big problem, but fried chicken is the main course, and it's so popular that it requires close supervision to prevent theft. Each basket of chicken is deep-fried under the direct supervision of an employee who can't afford to be distracted for a moment. The stainless steel pans of cooked chicken are locked in a heated cabinet behind the steam line.

While the final meal of the day is well attended, this inmate favorite is not so well liked by staff; theft and "double-back" activity make the entire serving process a policing operation. Staff have to see that the servers don't give extra portions to their friends, and try to keep to a minimum the number of inmates who go through the line twice. For this particular meal, 70 extra portions were prepared in anticipation of

some losses; at the end of the meal 40 portions are left over, suggesting only minor slippage.

6:00 P.M.: RECREATION YARD

All day, there has been some activity in the yard. Inmates who work odd hours or weekends are able to spend time recreating during the day, but evenings are the major activity time on the yard during the week. With the level of crowding the institution is experiencing, every available option is needed for keeping inmates occupied and out of the housing units during these hours.

Because the yard is such a critical place, supervision is important. It's fall, and the yard will close soon because of failing light, but inmates

still are involved in a variety of activities. Often, only two recreation staff and two or three correctional officers are responsible for hundreds of prisoners. The few inside recreation areas are not enough to accommodate the entire population. The housing units have TV rooms and some limited capability for table games and other sedentary activities, but when the yard is closed due to inclement weather, there is quite a bit of traffic to and from the hobby shop, weight room, and other indoor recreation areas.

7:00 P.M.: FOOD SERVICE

It's almost time to go home here. Because the evening meal was chicken, virtually every inmate ate, which slowed down the serving process a bit; otherwise things already would have been wrapped up. Steve and the other staff who came on at noon are supervising the cleanup and preparing for tomorrow's meals. Foreman Scottie Cooper is supervising the cleaning crew in the dining room. The floors are being swept and mopped, tables and chairs cleaned, and salad and beverage serving areas stripped down and washed. By 7:45, the last four inmates have been searched and the door is locked until 4:00 a.m., when the cycle starts all over again.



Watching staff and inmates work together to wind up the day's activity—and being mindful of the fact that most inmates don't want to be working in food

service—one is impressed with the way staff interact with their workers on a respectful adult level. Employees occasionally do have to manage unpredictable, difficult situations in a skillful, diplomatic, yet firm way. But on a day-to-day basis, normal interactions with inmates set a much more positive tone for the institution's operation. In most cases, treating inmates with dignity and respect generates a similar response from inmates toward staff. At another level, the example employees set in their personal conduct and interpersonal relationships—with other staff as well as inmates—provide a model for inmates of functional, socially acceptable behavior.

8:00 P.M.: CHECKPOINT

Roger Barden, the "Checkpoint" officer, is monitoring traffic to the recreation and education departments. During the first part of his shift, he manned a walk-through metal detector in a passageway leading from the UNICOR and shop areas. Now, he's posted at the entry to the education building, where all traffic to the inside recreation areas is routed. Between the 10-minute-long controlled movement periods, he makes rounds of the building and searches the grounds between the education building and the main compound. On one of those rounds, he finds a plastic bag under a dining

room window. It contains a large package of taco shells and several pieces of chicken that no doubt were destined to be someone's midnight snack or part of a food resale operation.

This post is particularly busy during weekday evenings; there are a number of classes and groups meeting in the education area, and all participants pass through this location. Just as is the case with work throughout the day, self-improvement programs offered in the evening take the pressure off — the more the population is spread out, the less concern about disruptive activity breaking out in the units. As in UNICOR and the Mechanical Services shops, this means non-security staff — recreation specialists, teachers, chaplains, and others — are responsible for supervising the inmates in their area.

Staffing is the single most costly aspect of institutional operations. Modern designs like those in the new units here help keep staffing costs to a minimum. Those designs are complemented — and personnel expenses are kept even lower — by the BOP's flexible assignment patterns and the fact that every staff member is expected to carry out some basic security functions. The searches, inmate shakedowns, and tool control activities performed by staff in every department contribute to this overall efficiency. The BOP calls this overarching security responsibility on the part of every staff member the "cor-

rectional worker" concept, and through it the agency gains a number of important advantages over other correctional systems which have a more compartmentalized view of staff utilization.

9:00 P.M.: GENERAL POPULATION UNIT

In one of the newer units, CO John Ryder searched five cells while the inmates were out to the evening meal. By the time the yard closed, most inmates were back in the unit already; as soon as the sun sets the temperature drops quickly here, and tonight, there is a World Series game on TV. Most of the shift is taken up releasing and admitting inmates from the unit to the yard, supervising the TV rooms, handing out soap, toilet paper, and other supply items, and patrolling.

On this evening, TV creates a test of John's interpersonal skills. Television programming is always a potential point of conflict. A few days before, the institution added a Spanish-language channel to the TV system, which was assigned to a small viewing room on the lower level of the unit; for the last several evenings the room has been more crowded than any of the other TV rooms. Tonight, every seat is taken, there are inmates standing in the back, and others crowd by the door, trying to see in. It doesn't take long for the discontent to grow to the point where the group selects a few spokesmen who come to John, com-

plaining loudly and bitterly. John's response is balanced and calm. He explains why the rooms were assigned this way, that he has already noted the problem and contacted supervisors who decide how the rooms are assigned, and that he will follow up on their concern. The inmates appear satisfied, and a potentially more serious problem has been averted.

10:00 P.M.: CONTROL CENTER

Another count is underway, but the shift is starting to wind down from a busy evening. Control center staff have had to compile records; inventory equipment such as handcuffs, radios, and critical tools; and account for every key in the institution.

The loss of a single key can mean changing the locks and keys in dozens of locations throughout the institution, costing thousands of dollars in equipment and labor. Each day, every key in the institution is accounted for on the evening watch through a physical inventory and a call-in key count. Every key and lock in the facility is on a master inventory and is elaborately cross-indexed. Every key ring is numbered and has a metal tag that indicates how many keys are on that ring. Every shift, staff assuming a post with keys count the keys they receive.



11:00 P.M.: GENERAL POPULATION UNIT

The unit has been relatively peaceful all evening, and there is no reason to think the rest of the shift won't be the same. Nevertheless, Mike Crumley must be especially vigilant, in large part because of the design of this older unit. There are multiple TV rooms to supervise, card games going on inside rooms, and the three wings to patrol. One wing of the unit consists of Mariel Cuban inmates involved in a drug treatment program.

While Mariel Cubans have caused no particular problem recently, over the years, the BOP's experience with these individuals has been widely characterized by impulsive, aggressive conduct, so this group always requires special attention.

Mike's bilingual capability in Spanish no doubt contributes to the way the unit is running tonight. He describes how he banters in Spanish with the Cubans as he patrols their section — not just letting them know he's there, but also giving them an opportunity to voice any concerns they have. By this time of night, there are just a dozen or so Cuban inmates out of their cells, playing table games and watching TV in a small activities room.

Once per shift, the motion-detection and microwave-based perimeter detection systems monitored in the control center are tested. While Mike monitors the activities of the inmates in his unit, CO Ryan Flowers walks the fenceline in a chilly wind, deliberately initiating alarms which are monitored and recorded on the computer in the control center.

MIDNIGHT: GENERAL POPULATION UNIT

Edmundo Cano is walking back in the door of his unit. Today, he'll do a doubleback and work 8 hours of overtime on the evening shift in the Special Housing Unit. For other line staff throughout the institution, the coming day will bring a wide variety of activities — operating the laundry typing reports, computing inmate sentences, counseling inmates, teaching them to read — but for now, it's time for Edmundo to start another day in the BOP.

